INSTRUCTOR INFORMATION
Instructor: Dr. Marcus Cox
Office: 403-Q in McGee Business Building
Office Phone: 936-468-3830
Dept. Phone: 936-468-4103
Email: Primary email: Via Desire2Learn (D2L)
        Secondary email: mcox@sfasu.edu
Office hours: Monday and Wednesday 10:00 to 10:50am; 1:15 to 2:20pm; 3:50 to 5:00pm
        Tuesday 1:00 p.m to 3:50 p.m.
        Also available via email and by appointment
Department: Management, Marketing, and International Business
College: The Nelson Rusche College of Business

The primary means of communication outside of class is D2L. Ideally, students should check D2L daily emails, announcements, etc.

COURSE DESCRIPTION:
Formulation and implementation of strategy in the organization, emphasizing the integration of decisions in functional areas. Prerequisite: completion of all junior-level business foundation courses (BLW 335, ECO 339, GBU 325, FIN 333, MGT 370, MGT 371, and MKT 351).

PROGRAM LEARNING OUTCOMES:
Program learning outcomes define the knowledge, skills, and abilities students are expected to demonstrate upon completion of an academic program. These learning outcomes are regularly assessed to determine student learning and to evaluate overall program effectiveness. You may access the program learning outcomes for your major and particular courses at http://www.sfasu.edu/cob/ug-plo.asp.
STUDENT LEARNING OUTCOMES:

Upon completion of the course, students should have an integrated comprehension of business and the strategic management process and be able to apply this knowledge. The student should be able to:

- Apply strategic management principles to business problems and situations.
- Function in a team to prepare and present business case analyses, participate in a business simulation, and deliver an oral presentation.
- Evaluate team member performance based on team participation and level of contribution.
- Determine environmental opportunities & threats that businesses face based on external environmental analysis of trends and competitive dynamics.
- Understand a firm’s strengths and weaknesses based on the Resource-based View of the firm and financial ratio analysis.

TEXTBOOK

The required textbook and materials for this course are:


Students must purchase access to CAPSIM. Semester membership is $53.99.

GRADING COMPONENTS

<table>
<thead>
<tr>
<th>Components</th>
<th>Overall value</th>
<th>Total Grade Percentage</th>
<th>Final grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exams (2 @ 100 points each)</td>
<td>200</td>
<td>.90 to 1.00</td>
<td>A</td>
</tr>
<tr>
<td>Financial Analysis Exam</td>
<td>50</td>
<td>.80 to .899</td>
<td>B</td>
</tr>
<tr>
<td>Individual Quick Case</td>
<td>15</td>
<td>.70 to .799</td>
<td>C</td>
</tr>
<tr>
<td>CAPSIM Project</td>
<td>230</td>
<td>.60 to .699</td>
<td>D</td>
</tr>
<tr>
<td>Team Presentation</td>
<td>20</td>
<td>0.00 to .599</td>
<td>F</td>
</tr>
<tr>
<td>In-Class Activities (2 @ 5 points each)</td>
<td>10</td>
<td></td>
<td></td>
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<tr>
<td>Syllabus quiz</td>
<td>5</td>
<td></td>
<td></td>
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<tr>
<td>Total possible points</td>
<td>530</td>
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</table>

***IMPORTANT*** Students must complete the requirements for the Major Field Test in order to receive a grade in this class.
GRADING (Continued)
Your grade will be determined by the total points you accumulate throughout the semester. The assignments and their possible point values are listed above.

All out of class assignments are due by the due date on the assignment, unless otherwise noted. A penalty of 10% of the total point value will be deducted for each day the assignment is late. If the assignment is turned in later in the day than it is due, it is still late and will receive a penalty. Additionally, other cases/reading assignments may be assigned during the semester to facilitate the lecture and class discussion but these will not be graded.

EXAMS, CASE QUIZZES, AND IN-CLASS ACTIVITIES
Exams
Two exams will be given during the semester to ensure students understand the course-related material and to serve as a measure of their performance in the course. Exams will consist of 50 multiple choice questions.

Exams will consist of material covered in class lectures/discussion as well as information from the textbook, handouts, power point slides, cases, videos, articles, and any other course-related material. All exams and in-class activities will be administered in class and cannot be made-up unless the student is participating in a university sponsored activity or has a documented excuse for missing the exam (see Make-up Policy).

During exams, students must take off any hats, hoodies, etc., that conceal the instructor’s view of the students’ eyes. Additionally, all cell phones, or other electronic devices must be turned off and stored in the students’ backpacks during the exam and when exams are returned for the students to review (see Academic Integrity Policy).

Financial Analysis Exam
One exam will be given during the semester to ensure students understand the course-related material as it pertains to financial statements, analyzing financial performance (e.g. financial ratios), and evaluating investment opportunities (e.g. net present value, return on investment, etc.) The exam format will be true/false, multiple choice, and short problems.

Individual Quick Case
Students will be assigned a short business case to assess outside of class. The following class period students will answer questions about the case to assess their understanding of case content and course content covered to that point. The questions will be administered in a quiz format in class and questions will consist of both true/false and multiple choice.
CAPSIM Team Project
Students will be assigned to teams to work on the CAPSIM computer simulation project. Students will be required to purchase access to CAPSIM and register with the company.

Individually students will complete an orientation exercise. Following this, the teams will complete four practice rounds of competition. During this time they will learn how to analyze the industry, make management decisions, and see how these decisions played out in comparison with other teams in the industry.

In the next phase, teams will complete eight (8) rounds of decisions. During this phase, students must complete an industry analysis, develop a strategic plan, write an interim report, and craft a final report to the shareholders.

The point values for these projects are as follows:

<table>
<thead>
<tr>
<th>Project</th>
<th>Points</th>
</tr>
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<tbody>
<tr>
<td>Registration and Introduction</td>
<td>10 points</td>
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<tr>
<td>Practice Rounds (4 X 5 points)</td>
<td>20 points</td>
</tr>
<tr>
<td>Industry Analysis</td>
<td>50 points</td>
</tr>
<tr>
<td>Strategic Plan</td>
<td>25 points</td>
</tr>
<tr>
<td>Interim Report</td>
<td>25 points</td>
</tr>
<tr>
<td>Final Report to Shareholders</td>
<td>100 points</td>
</tr>
<tr>
<td><strong>Total Points:</strong></td>
<td><strong>230 points</strong></td>
</tr>
</tbody>
</table>

Peer Evaluation – Team members will complete two performance evaluations of fellow team members while working on the CAPSIM project. **Team member have the ability to lower a team member’s score by up to 65%**. This is intended to ensure that team members are doing their part of the team project.

Team Presentation
Teams will give a formal, executive presentation of their industry analysis, strategic plan, adjustments to strategy, and final outcome. This report should also include financial analysis and implementation issues. The professor will grade each team’s performance and assign a grade of up to 20 points.

In-Class Activities
Throughout the semester we will use video cases, articles, cases, and guest lectures to facilitate class discussion. At the instructor’s discretion, two of these activities will be selected to count as 5 point assignments. Students who are in class and who participated in the exercise, in good faith, will receive all five points. Students who are in class but not participating in the activity will have their point value reduced from 1 to 5 points.

Students who are not present in class, except for a university sponsored activity, are not able to make up the in-class activity (see Make-Up Policy).
PROFESSOR COX’S “BUMP” POLICY
Your grade will be calculated based on the total points you have earned throughout the semester. You will have the opportunity to earn up to 5 bonus points throughout the course of the semester. These bonus points are intended to help you improve your grade and/or make up for a quiz or in-class activity you may have missed. Students should not expect any “bump” to their grade outside of these points. It is in the students’ best interest to be in class each day, complete all assignments, and take full advantage of all bonus point opportunities.

THE ETS MAJOR FIELD TEST
Business majors at SFA must take the ETS Major Field Test before their grade in MGT 463 will be released. The ETS Major Field Test for the Bachelor’s Degree in Business (MFT) contains 120 multiple-choice questions designed to measure a student's subject knowledge and the ability to apply facts, concepts, theories and analytical methods. You are permitted two hours to complete the exam. The score for the MFT is a scaled score with a maximum point value of 200. A piece of working paper will be provided. Also, calculators are not permitted. Please take the practice test: http://www.ets.org/Media/Tests/MFT/pdf/mft_samp_questions_business.pdf

Your final grade in this course will be released upon completion of one of the following:

1. Completion of the MFT exam with a score of 135 points or higher.

2. Students must take the MFT, but those students failing to score 135 points or higher on their first attempt must submit an acceptable case study that will be evaluated by a College of Business committee.

The exam is scheduled during class time on Tuesday, February 16th from 4:00pm to 7:00pm. Students who are absent on that day will need to make-up the MFT by contacting SFA Testing Services at (936) 468-3958 and scheduling their test. There will be a $20 fee for scheduling your own exam with SFA Testing Services. Students taking the MFT during the scheduled class time do NOT have to pay the $20 fee.

Additionally, students scoring in the 100th to the 50th percentile will receive 4 bonus points for this class. Students scoring in the 51st percentile to the 80th percentile will receive 2 bonus points for this class.

Please direct any questions related to the MFT to the College of Business Assessment Coordinator, Dr. Ann Wilson in the Student Services Office, at (936) 468-4654.
MAKE-UP POLICY:
You may make up an exam ONLY if you are on a school sponsored activity and I receive written notification from the university, coach, or organization sponsor, prior to the missed class. Or you can provide written documentation that you were unable to be in class on the day of the exam (e.g. admittance record to Emergency Room; court records, etc.) and you must contact the instructor in advance of the exam.

The assignment must be made up within one week of the missed class.

Quizzes and in-class activities that are missed because of non-school sponsored activities/reasons cannot be made-up.

DESIRE2LEARN AND ONLINE ACCESS:

The course materials for MGT 463 will be posted on D2L. Although the course is taught in the classroom, this website will be used to support the course, communicate with students, and disseminate information and grades. Our primary means of communication will be through D2L in the form of Announcements and Emails. Students are strongly urged to check D2L at least once every 24 hours. Additionally, course materials and quizzes will be distributed via D2L.

If you experience difficulty accessing the course, please contact the Help Desk /Tech Support at (936) 468-1919 from 8:00am to 5:00pm or via email at d2l@sfasu.edu. Help for students is available online through http://www.sfasu.edu/sfaonline/ -- just look for the link to “D2L Support & Tutorials” on the left-hand side.

SFA ACADEMIC INTEGRITY POLICY: (University Policy 4.1)

Abiding by university policy on academic integrity is a responsibility of all university faculty and students.

Definition of Academic Dishonesty

Academic dishonesty includes both cheating and plagiarism. Cheating includes, but is not limited to (1) using or attempting to use unauthorized materials on any assignment or exam; (2) falsifying or inventing of any information, including citations, on an assigned exercise; and/or (3) helping or attempting to help another in an act of cheating or plagiarism. Plagiarism is presenting the words or ideas of another person as if they were one’s own. Examples of plagiarism include, but are not limited to (1) submitting an assignment as if it were one's own work when is at least partly the work of another person; (2) submitting a work that has been purchased or otherwise obtained from the Internet or another source; and/or (3) incorporating the words or ideas of an author into one's paper without giving the author credit. Penalties may include, but are not limited to reprimand, no credit for the assignment or exam, re-submission of
the work, make-up exam, failure of the course, or expulsion from the university. Please read the complete policy at [http://www.sfasu.edu/policies/student_academic_dishonesty.pdf](http://www.sfasu.edu/policies/student_academic_dishonesty.pdf)

If you engage in academic dishonesty related to this class, you will receive a grade of zero on the test or assignment. The professor reserves the right to assign the student a failing grade in the course. In addition, the case will be referred to the Dean of Students for appropriate disciplinary action. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.

**STUDENTS WITH DISABILITIES**

To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Room 325 in the Human Services Building, 468-3004/468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to [http://www.sfasu.edu/disabilityservices/](http://www.sfasu.edu/disabilityservices/).

**WITHHELD GRADE POLICY (University Policy 5.5)**

At the discretion of the instructor of record and with the approval of the academic unit head, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F, except as allowed through policy related to active military service. If students register for the same course in future semesters, the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average. Please refer to the complete policy at [http://www.sfasu.edu/policies/course-grades.pdf](http://www.sfasu.edu/policies/course-grades.pdf).

**ATTENDANCE**

Attendance will be taken each class period. Students who enter class 15 minutes or later after the start of class will not be considered present. It is the student’s responsibility to make sure they are marked as present. There is no penalty for missing class other than missing the content of the lectures or missing points for an in-class activity.

**PROFESSIONAL CONDUCT (University Policy 10.4)**

Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (see the full Student Conduct Code at [http://www.sfasu.edu/policies/student-conduct-code.pdf](http://www.sfasu.edu/policies/student-conduct-code.pdf).) Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic, or other penalties. This prohibition applies
to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc. The instructor shall have full discretion over what behavior is appropriate/inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the iCare Early Alert Program. This program provides students with recommendations for resources or other assistance that is available to help SFA students succeed.

**Additional information on professional conduct:**

Students will be treated as professional, mature adults and are expected to behave in this manner during class. Students who engage in unprofessional behavior will be warned first, and if the problem persists they will be asked to leave the classroom. Unprofessional conduct includes excessive talking among class members during class, sleeping during class, working on activities unrelated to class, showing a lack of respect for the rights of others (classmates, guest speakers, teacher), excessive tardiness, consistently leaving class early, and disruptive behavior during exams. Students who continue to engage in unprofessional behavior will be **permanently removed from the class with a grade of “F”**.

**SUNSET RULE**

Students have one week from the time grades are returned/released to inquire about a grade on any graded assignment. The purpose of this policy is to resolve any question as soon as grades are returned rather than wait until the end of the semester. Students are encouraged to address any grade-related concerns in an efficient manner.

**OTHER**

Laptop computers, iPads, and similar devices are not allowed during class time except to work on class related material. Students using electronic devices for personal activities (e.g. Facebook, surfing the Web, or working on assignments for other classes, etc.) will be asked to turn off the device.

Cell phones are to be put on **silent** and **stored out of sight** during class lecture. If you need your phone for work or for a personal emergency, please visit with the instructor.

The instructor reserves the right to amend the syllabus as necessary due to unforeseen circumstances. In the event the syllabus is amended, students will be appropriately notified.

Continued enrollment in this course constitutes student’s acceptance of the policies in this syllabus.

**REVISED: JANUARY 18, 2016**
<table>
<thead>
<tr>
<th>Date</th>
<th>Chapters and/or Assignments</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 19</td>
<td>Course Introduction</td>
<td>• Discuss syllabus&lt;br&gt; • Provide overview of course content&lt;br&gt; • Discuss email assignment and article&lt;br&gt; • The role of the general manager&lt;br&gt; • The strategy-making process&lt;br&gt; • Strategy as an emergent process</td>
</tr>
<tr>
<td></td>
<td>Assign syllabus quiz</td>
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<tr>
<td></td>
<td>Chapter 1 – The Strategy-Making Process</td>
<td></td>
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<tr>
<td></td>
<td>Assign <em>Forbes</em> article</td>
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<tr>
<td>January 22</td>
<td><em>Last day to change schedules other than to drop courses and last day to register (both full-time and part-time students)</em></td>
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<tr>
<td>January 26</td>
<td>Chapter 2 – Stakeholders, The Mission, Governance, and Business Ethics</td>
<td>• Mission, vision, and goals&lt;br&gt; • Corporate governance&lt;br&gt; • Ethical issues in strategy</td>
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<tr>
<td></td>
<td>Discuss <em>Forbes</em> article</td>
<td></td>
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<tr>
<td></td>
<td>Discuss the Major Field Test</td>
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<tr>
<td></td>
<td>Assign information about the CAPSIM computer program.</td>
<td></td>
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<tr>
<td>February 2</td>
<td>Chapter 3 – External Analysis: The Identification of Opportunities and Threats</td>
<td>• Analyzing industry structure&lt;br&gt; • Porter’s Five Forces model&lt;br&gt; • Issues in the macro-environment&lt;br&gt; • Creating competitive advantage&lt;br&gt; • The value chain&lt;br&gt; • Functional strategies&lt;br&gt; • Distinctive competencies</td>
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<tr>
<td></td>
<td>Assign Teams for semester project</td>
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<td></td>
<td>Chapter 4 – Building Competitive Advantage</td>
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<td></td>
<td>Assign the Quick Case</td>
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<td></td>
<td>Assign practice rounds in CAPSIM.</td>
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<td></td>
<td><strong>Syllabus Quiz due by 11:59pm.</strong></td>
<td></td>
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<tr>
<td>February 9</td>
<td><strong>Quick Case Quiz – beginning of class</strong></td>
<td>• The nature of competitive positioning&lt;br&gt; • Choosing a business-level strategy&lt;br&gt; • Competitive positioning in different industry environments</td>
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<tr>
<td></td>
<td>Finish Chapter 4 as needed</td>
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<tr>
<td></td>
<td>Chapter 5 – Business-Level Strategy and Competitive Positioning</td>
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</tbody>
</table>
**February 16**  
***Major Field Test***  
Administered in third floor computer lab of Rusche College of Business.  
- You will have up to 2 hours to complete the Major Field Test.  
- The exam will start at 4:00 and end at 7:00pm. Most of you will finish between 6:15 and 6:45pm.  
- Please arrive a few minutes early for instructions and to get settled.

**February 23**  
First 15 to 30 minutes of class we will discuss any problems teams are having with CAPSIM.  
Assign CAPSIM project to teams.  
- Professor will provide Scantrons. Students need to bring a #2 pencil to the exam.

**Exam 1**  
- 5 Multiple choice questions; 2 pts per question. Chapters: 1, 2, 3, 4, 5; articles, videos, and class lecture material.  
- Note: cell phones must be turned off and stored out of sight while exam is in your possession. Also, baseball caps and hoodies are not allowed to be worn during exams.  
- Use time after the exam to meet with your team, if needed.

**March 1**  
Chapter 6 – Strategy in the Global Environment  
Time for teams to work on project.  
- The global environment.  
- Drivers of global profitability  
- Choosing a global strategy  
- Choices of entry mode

**March 8**  
Chapter 7 – Corporate-Level Strategy and Long-Run Profitability  
- Horizontal integration.  
- Vertical integration.  
- Restructuring and downsizing

**March 12 – March 20**  
*Spring Break – no class*

**March 22**  
Chapter 8 – Strategic Change: Implementing Strategies to Build and Develop a Company  
- Types of strategic change  
- Core competencies and dynamic capabilities  
- Growth through internal new ventures and through acquisitions  
- Strategic alliances

**March 23**  
Last day to drop courses and last day to withdraw from the university without WP or WF

**March 29**  
Chapter 9 – Implementing Strategy Through Organizational Design  
- The role of organizational structure  
- Vertical differentiation
**April 5**

Exam 2 - 50 Multiple choice questions; 2 pts per question. Chapters: 6, 7, 8, 9, articles, videos, and class lecture material.

*Note: cell phones must be turn off and stored out of sight while exam is in your possession. Also, baseball caps and hoodies are not allowed to be worn during exams.*

- Horizontal differentiation
  - The nature of organizational control

**April 12**

Financial Analysis – Part 1

Financial Analysis – Part 2

How to give an effective team presentation.

How to give an effective executive presentation.

How to handle the Q&A session in an executive presentation.

Time for teams to work on Team Case.

- The Big Three financial statements
- How to understand the story financial statements are telling you
- Creating pro-forma statements
- Financial ratios
- How to use them
- Evaluating the financial viability of a project or project

**April 19**

Exam 3 – Financial Statements and Financial Analysis

Following exam, students may return to classroom to work on Team Case.

- Professor will provide Scantrons.
  - Students need to bring a #2 pencil to the exam.

**April 23**

*Last day to withdraw from the University*

**April 26**

Submit written report of CAPSIM results.

**May 3**

Team Presentations

**May 10**

Final examination scheduled for this date.

**The instructor reserves the right to amend the course content and schedule as needed.**